



YOUR **Guide** to
performance excellence

Who We Are

Created by Congress in 1987, the Baldrige National Quality Program exists to help organizations like yours improve their performance and succeed in the competitive global marketplace. We are the first and only public-private partnership and Presidential award program dedicated to improving U.S. organizations.

What We Do

The Baldrige Program educates organizations of all sizes and from all sectors in organizational performance management and improvement. We also administer the Malcolm Baldrige National Quality Award. Our key services are to identify and recognize role-model organizations, share best management practices, and help organizations achieve best-in-class performance levels.

In collaboration with the greater Baldrige community, we provide to organizations like yours

- the Baldrige Criteria for Performance Excellence—an integrated management framework that gets results;
- assessment tools to evaluate improvement efforts;
- feedback reports from a team of trained experts, highlighting organizational strengths and opportunities for improvement; and
- educational presentations, conferences, and workshops on best management practices and how to use the Baldrige Criteria to improve and innovate.

What is Performance Excellence?

Performance Excellence refers to an **integrated approach** to organizational performance management that **results** in

- delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability;
- improvement of overall organizational effectiveness and capabilities; and
- organizational and personal learning.

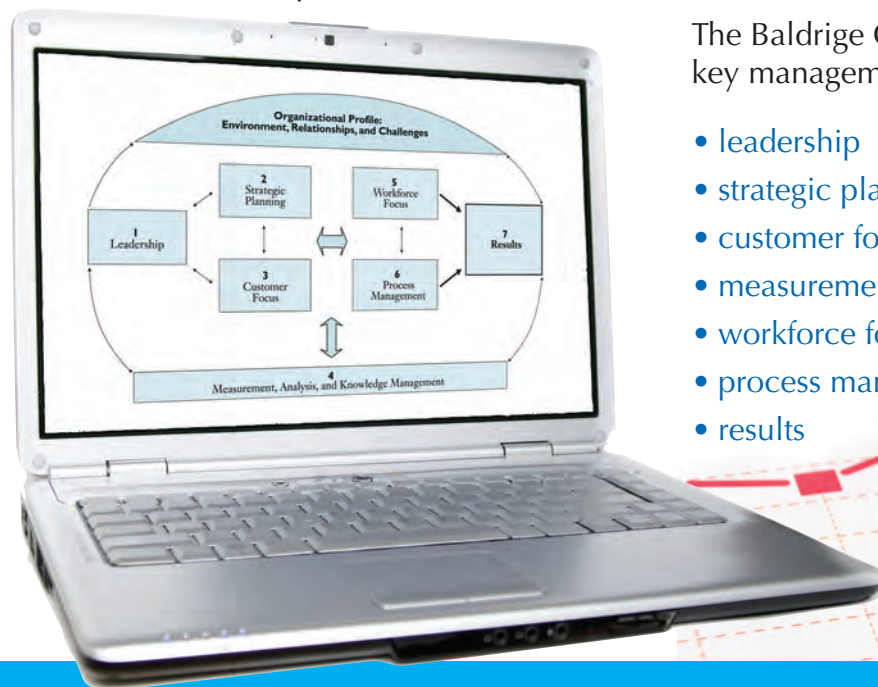
“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.”

Jim Collins, best-selling author of *Good to Great: Why Some Companies Make the Leap ... and Others Don't*



What Baldrige Offers You

The Baldrige Criteria provide a validated management approach to improve your organization's performance—one that has been used by thousands of organizations for more than 20 years. The Criteria will guide your organization and improve your abilities to think and act strategically, align processes and resources, engage your workforce and customers, and focus on key results: product and service, customer, financial, workforce, process, and leadership.



The Baldrige Criteria help you focus on these key management areas:

- leadership
- strategic planning
- customer focus
- measurement, analysis, and knowledge management
- workforce focus
- process management
- results

What Makes Baldrige Different

Baldrige offers you a comprehensive management approach that focuses on results in all areas, organizational and personal learning, and knowledge sharing, and it provides an opportunity to apply for the only Presidential award for performance excellence.



“People ask, ‘Why Baldrige?’ My answer is very simple: Triple A bond rating on Wall Street from all three rating agencies, bringing capital projects in on time and within budget, a 96-percent business satisfaction rating, a 94-percent resident satisfaction rating, an overall quality rating of 95 percent, and an employee satisfaction rating of 97 percent. ... That’s why we’re involved with Baldrige.”

Michael Levinson, City Manager, City of Coral Springs, Florida, 2007 Baldrige Award Recipient (Nonprofit)

“The Baldrige process has helped us in patient safety specifically by allowing us to have a process to identify areas where we can improve, make improvements, evaluate if those improvements have been successful, and then make changes and implement them.”

Rulon Stacey, President, Poudre Valley Health System,
Fort Collins, Colorado, 2008 Baldrige Award Recipient (Health Care)



Begin Your Journey

Are you considering use of the Baldrige Criteria for Performance Excellence for your organization? Now is the time to learn more about the benefits of a Baldrige self-assessment and the many tools, approaches, and resources available to help you get started.

Whether your organization is small or large; is involved in service, manufacturing, health care, education, government, or nonprofit work; or has one location or multiple sites across the country or globe, it can benefit from conducting a Baldrige self-assessment. Here are some resources for beginning your journey.

1. **Use *Are We Making Progress?* and *Are We Making Progress As Leaders?*** These ten-minute questionnaires, available on the Baldrige Web site, will introduce the seven Criteria Categories to your organization and help you identify your organization's perceptions on your strengths and opportunities for improvement.
2. **Visit the Baldrige Web site and complete *Easy Insight: Take a First Step Toward a Baldrige Self-Assessment*.** This online tool will help identify gaps in your understanding of your organization and will enable you to compare your organization to others.
3. **Contact your state or local program.** These programs can provide networking opportunities, training, and consultation, in addition to their award programs. Visit the Alliance for Performance Excellence Web site at <http://www.baldrigepe.org/alliance/> to find your state or local program.
4. **Write the Organizational Profile**, the first step in undertaking a full self-assessment using the Baldrige Criteria.

After completing these initial steps, you may wish to conduct a full self-assessment and consider applying for the Baldrige Award.

Benefits of Submitting a Baldrige Application

Do you want your organization to achieve greater success?
Would you like a knowledgeable outside perspective on your organization's strengths and opportunities for improvement?
Are you looking for a way to energize and motivate your employees?

Then, why wait to submit an application until you think you would receive the Award? Applicants report that the greatest value comes from writing an application and receiving a customized feedback report prepared by our Examiners.

Award applicants say the Baldrige evaluation process is one of the best, most cost-effective, and most comprehensive performance assessments available.

Each Award applicant receives a feedback report at the conclusion of the review process. The feedback report is a written assessment by an evaluation team of leading U.S. experts and contains an applicant-specific listing of strengths and opportunities for improvement based on the Criteria. Used by companies, government, and nonprofit organizations, education organizations, and health care organizations as part of their strategic planning processes, the feedback report helps you focus on your customers and improve overall performance. Feedback is one of the most important parts of the Baldrige application process; it provides a pathway for improvement.



Here's what the leaders of some of our recent Award recipients have said:

"The Baldrige Award application process has provided our company with many learning and continuous improvement opportunities, making PRO-TEC better for the endeavor. ... We have created systems and improved business processes that have enhanced our ability to deliver value to our customers and provide sustainability to our associates, suppliers, parent companies, and the community."

W. Paul Worstell, President, PRO-TEC Coating Company,
Leipsic, Ohio, 2007 Baldrige Award Recipient (Small Business)

"If you get into Baldrige because of the Award, it'll be a short journey. But if you get into it for the right reasons, the feedback and continuous improvement, then it is well worth the journey."

Dr. Terry Holliday, Superintendent,
Iredell-Statesville Schools, North Carolina,
2008 Baldrige Award Recipient (Education)

"The economic environment is difficult for Cargill Corn Milling, as it is difficult for many manufacturing companies today. But ... by utilizing the processes and tools that we've learned from Baldrige, we're able to not only meet these challenges but actually excel in them."

Alan Willets, President and Business Unit Leader, Cargill Corn Milling,
Wayzata, Minnesota, 2008 Baldrige Award Recipient (Manufacturing)



More Learning Opportunities

Many resources are readily available to assist you in learning about Baldrige, starting with the materials you will find on the CD included with this brochure. Here are some other opportunities:

- Visit the Baldrige Web site at www.nist.gov/baldrige. You'll find answers to frequently asked questions; a list of available materials and publications, including the Criteria for Performance Excellence, case studies, CEO issue sheets; and Award recipient application summaries and profiles, videos, and articles. Most of our publications can be downloaded for free from our Web site.
- Attend a conference. Each year, the Baldrige Program sponsors The Quest for Excellence® and regional conferences to showcase Award recipients. At these events, Award recipients present their role-model management practices.
- Become a state or national Examiner. Examiners receive valuable training and gain experience in understanding and applying the Criteria, which they can use within their own organizations.
- Contact the Baldrige Program for additional information and for Baldrige materials.

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- Contact the American Society for Quality (ASQ) to order bulk copies of the Criteria or the Award recipients DVD.

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